

**DEPARTMENT OF HEALTH AND MENTAL HYGIENE  
OFFICE OF HUMAN RESOURCES**

**GUIDELINE ON NEW MANAGER ORIENTATION**

**I. SUMMARY**

This guideline applies to all personnel newly hired into or promoted to the position of manager (supervisor) and stipulates that they participate in "New Manager Orientation" within 90 calendar days of their appointment. The primary objective of such an orientation program is to assist new managers in making an effective transition from outside the Department and from staff positions within the Department to management roles and functions.

The Chief, Training Services Division (TSD), is given the responsibility for creating, administering, and monitoring the orientation program for DHMH personnel. The Program Director of each DHMH unit is given the responsibility of making new managers available for completing the program and of making unit personnel available for coordinating this program with TSD.

**II. BACKGROUND**

DHMH's Office of Human Resources (OHR), is aware that new managers (supervisors) have typically received minimal preparation to assume their new managerial roles and functions. This orientation program will be a first step in supporting managers (supervisors) as they make the transition from staff to management and from outside of the Department to management within the Department.

"New Manager Orientation " is designed to acquaint the participant with general roles, functions, skills, and resources relevant to a new manager and to establish a conceptual, yet practical, framework from which more specific management development needs can be identified. It is a logical first step in an individual's formal preparation as a manager.

**III. GUIDELINE STATEMENTS**

**A. Definitions**

1. "New Manager Orientation" means a general overview program, which is established by TSD, OHR, and which reflects as a minimum the program content included in this guideline.
2. "Manager" is a person who carries out the following functions on a daily basis: creating, planning, organizing, motivating, directing or communicating, coordinating and controlling the work of others. The word "Manager" or any connotation of "Manager", wherever used in this guideline, shall also mean "Supervisor".

**B. General Terms**

1. All personnel newly hired into or promoted to a managerial position within DHMH participate in "New Manager Orientation" within 90 calendar days of promotion and/or employment.

2. The Chief, TSD, OHR, or his/her designee:
  - a. Administers "New Manager Orientation" at least bi-monthly.
  - b. Coordinates "New Manager Orientation" for personnel newly hired into or promoted to a managerial position located in all DHMH units statewide.
  - c. Develops, monitors and, implements "New Manager Orientation" in coordination with the Program Directors of all DHMH units, or their designees.
3. Program Directors of DHMH units, or their designees, coordinate with the Chief, TSD, OHR, in carrying out this guideline.
4. "New Manager Orientation " involves one workday, approximately 6-8 hours of program activity.

C. "New Manager Orientation" Content

1. The roles and functions of the manager;
2. An overview of the core competencies of the manager, including: organization skills, delegation skills, communication skills, conflict management skills, coaching skills, cultural diversity skills, and an understanding of management styles;
3. The Maryland Performance Planning & Evaluation Program Supervisory Overview;
4. Managing For Results Overview;
5. Discipline Process Overview;
6. Legal Issues Overview.

D. Implementation

1. The Chief, TSD, OHR, and/or designee:
  - a. Designs, develops and updates "New Manager Orientation" program as outlined in this guideline;
  - b. Holds consultation sessions and provides follow-up for persons responsible for coordinating "New Manager Orientation".
2. The Program Directors of each DHMH unit ensure that all new managers take "New Manager Orientation" by:
  - a. Making available for completion of "New Manager Orientation" all newly hired or promoted managers in accordance with this guideline;
  - b. Appointing and making available for consultation a person(s) to be responsible for coordinating, in conjunction with TSD, "New Manager Orientation" as outlined in this guideline and notifying the Chief, TSD of same.

**IV. REFERENCES**

- Managing For Results Guidebook (1997), Maryland Department of Budget & Management  
[http://www.maryland.gov/portal/server.pt?open=17&objID=5150&qid=32191749&rank=1&parentname=SearchResult&parentid=0&mode=2&in\\_hi\\_userid=1333&cached=true](http://www.maryland.gov/portal/server.pt?open=17&objID=5150&qid=32191749&rank=1&parentname=SearchResult&parentid=0&mode=2&in_hi_userid=1333&cached=true)
- Maryland Performance Planning and Evaluation Program (1997), Maryland Department of Budget & Management  
<http://www.dbm.maryland.gov/portal/server.pt?open=17&objID=5020&DirMode=1&cached=true&mode=2&userID=1332>

Replaces DHMH Policy 02.09.07 – Issued 04-20-98.